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**Report to: Clackmannanshire Council**

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**Date of Meeting: 21 February 2019**

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**Subject: Organisational Redesign: Update**

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**Report by: Chief Executive**

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### **1.0 Purpose**

- 1.1. The purpose of this report is to update Council on progress with implementing the organisational redesign it agreed as part of the 2018/19 Budget approved on the 8<sup>th</sup> March 2018.

### **2.0 Recommendations**

It is recommended that Council notes:

- 2.1. the progress to date in implementing the agreed organisational redesign.
- 2.2. that, following the conclusion of the ongoing consultation process for Senior Manager roles, a further update report will be presented to Council.

### **3.0 Considerations**

- 3.1. In March 2018, Council agreed a new organisational redesign. The redesign established a new managerial structure based on three new service delivery portfolios: People; Place and Partnership and Performance. Committee structures have also been aligned with this managerial structure since August 2018.
- 3.2. The new design proposed a reduction from 9 chief officers to 4 and a reduction in the tiers of management between Service Manager and Chief Officer. As a consequence, a new management role of Senior Manager was established with the planning assumption that there would be fewer managers in overall terms in addition to the reduction at chief officer level. The new structure proposed 15 Senior Managers compared with the 23 existing Service Manager roles. This restructure indicated a total saving of £765k, with £289k planned to be delivered in 2018/19. To date, £155k of the £289k planned saving for 2018/19 is projected to be delivered, the main reason for the variation being attributable to delays in recruitment.

## **Chief Officers**

- 3.3. The implementation of the new management structure commenced in August 2018, following the appointment of the new Chief Executive. The process adopted followed the Council's Organisational Design protocol. These processes resulted in the appointment of two of the three Strategic Director posts: Strategic Director (Place) and Strategic Director (Partnership and Performance).
- 3.4. In line with the decision of the Strategic Director (People) Appointments Committee of 12 September 2018, the Chief Executive, commissioned an external recruitment process to fill the vacant post. This process was facilitated by SOLACE. Following the assessment process, the Committee did not make an appointment.
- 3.5. At its meeting 10 October 2018, the Appointments Committee discussed a range of options for filling the vacant post. The Committee decided to approach key strategic partners from Police Scotland, Scottish Fire and Rescue Service, NHS Forth Valley and Scottish Prison Service with a view to identifying an appropriately skilled and qualified officer who would undertake the role on a fixed two year secondment basis.
- 3.6. Following a successful letting and selection process, the Appointments Committee appointed an officer from Scottish Fire and Rescue Service. The new Strategic Director (People) subsequently took up her role on the 18<sup>th</sup> February 2019.
- 3.7. In January 2019, the Strategic Director (Place) indicated his intention to retire. At the Special Council of 31<sup>st</sup> January 2019, an Appointments Committee was established to take forwards the recruitment process. The Appointments Committee met on the 19<sup>th</sup> February and is now taking forward both interim and permanent recruitment processes.

## **Statutory Posts**

- 3.8. In June 2018, Council agreed that the Chief Executive should take forward the recruitment of any unfilled statutory posts following the recruitment of the three Strategic Directors.
- 3.9. The Council is required to appoint to the following statutory roles:
  - Head of Paid Service (Chief Executive)
  - Chief Education Officer
  - Chief Social Work Officer
  - Section 95 Officer (Chief Finance Officer)
  - Monitoring Officer.
- 3.10. Following the recruitment of chief officers, only one statutory role had been filled (Head of Paid Service). Recruitment to the remaining four statutory roles was, therefore, required.

- 3.11. The Chief Executive commissioned a benchmarking review of the salaries and terms and conditions of statutory post holders across Scottish local authorities. This, along with the application of the Organisational Design protocol, allowed for a clear set of proposals to be drawn up in respect of the relevant process and rationale for the consequential matching/ appointments to the statutory roles. This was shared with the Leaders of the three main Groups prior to commencement of the process.
- 3.12. To date, the following posts have been appointed to:
- Chief Education Officer
  - Section 95 Officer
  - Monitoring Officer.

Following an assessment process on the 1<sup>st</sup> February 2019, an offer has been made for the post of Chief Social Work Officer which has been verbally accepted. Pre-employment checks are currently being finalised with a projected start date, based on required notice periods, of June 2019.

#### **Senior Manager roles (non-statutory)**

- 3.13. Since the appointment of the Chief Executive, the absence of a detailed design for the Senior Manager roles, beyond the generic responsibilities highlighted within the Budget paper in March 2018, has been highlighted to senior elected members.
- 3.14. On this basis, as Strategic Directors have been appointed (i.e. since late August 2018), they have been asked to undertake the following task:
- i) review the range of services included within their portfolios to ensure an effective service user/ customer focus and to maximise the opportunities for delivering efficiencies and integrating services.
  - ii) identify the range of service delivery models required to sustain service delivery for statutory and priority services for the future.(NB This task will require ongoing review over time as the Council's Transformation Programme is developed and refined).
  - iii) Having considered tasks 1 and 2, set out the optimal management structure to ensure operational sustainability.

These tasks have been set with a view to establishing a more refined basis for the design of managerial portfolios and the numbers of managers required, whilst remaining aligned with the original principles agreed by Council in March 2018.

- 3.15. To date, this work has resulted in draft proposals being prepared by the Strategic Directors (Place) and (Partnership and Performance)- Appendix A. These draft proposals are being used as the basis of formal consultation with both staff and trade unions. The consultation process was launched on the

18<sup>th</sup> January 2019 through formal meetings with all managers and trade unions. These launch sessions have been followed up by specific meetings within each portfolio and with individual members of staff.

- 3.16. The consultation process will run for a minimum of 30 days or until all statutory consultation requirements have been addressed. The end of the consultation process is signalled by the presentation of a final structure to the joint Management/ Trade Union meeting.
- 3.17. At this point, consultation activity with regards the People portfolio is on a slightly delayed timescale, given the Strategic Director has only just taken up her post. It is anticipated that the development of redesign proposals will be prioritised.
- 3.18. Following the appointment process for the four statutory postholders, a further 11 Senior Manager roles would require to be filled, based on the original proposals submitted to Council. If, following the current consultation process, the final designs propose a greater number of posts, additional Council governance would be sought.
- 3.19. A further update report will be prepared for Council following the conclusion of ongoing consultation activity.

#### **4.0 Sustainability Implications**

- 4.1. N/A

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

##### *5.4. Staffing*

#### **6.0 Exempt Reports**

- 6.1. Is this report exempt? No

#### **6.0 Declarations**

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box )

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

**7.0 Equalities Impact**

- 7.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
Yes  No

**8.0 Legality**

- 8.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

**9.0 Appendices**

- 9.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A – Draft Structures – Partnership and Performance and Place.

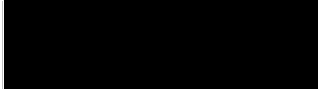
**10.0 Background Papers**

- 10.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)  
Yes  (please list the documents below) No

**Author(s)**

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**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Nikki Bridle	Chief Executive	

## APPENDIX A

Draft Structure for Consultation

Partnership & Performance

January 2019

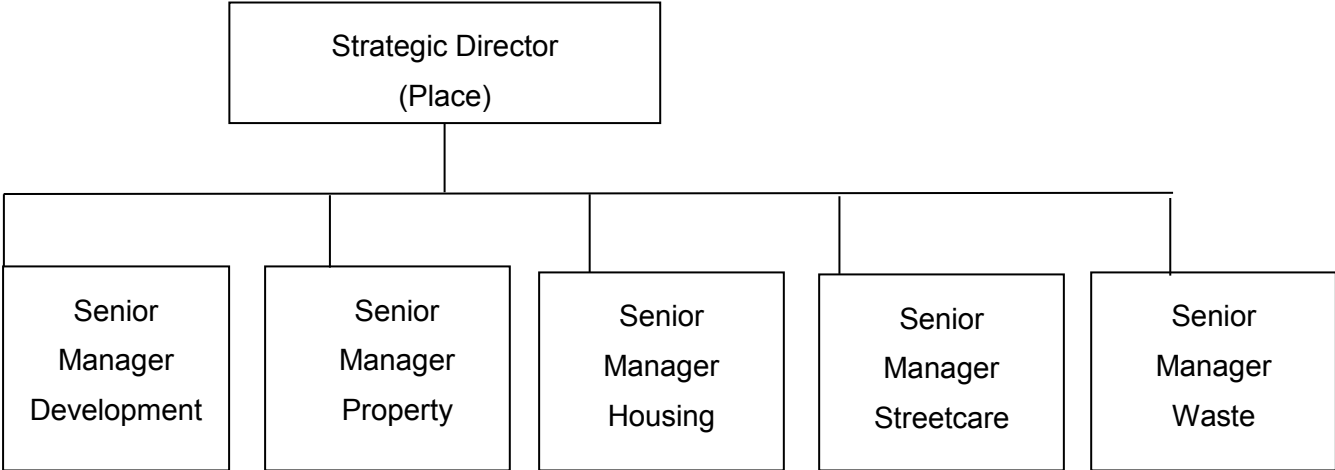


Draft Structure for Consultation

Place

January 2019

**Option A**



**Option B**

